

Meeting Minutes

BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE

CALENDAR YEAR 2023



P = Present V = Virtual E = Excused A = Absent G = Guest

ATTENDANCE ROSTER	
MEMBERS	MEETING DATES:
	1/31/23 3/28/23 5/30/23 9/26/23
DIRECTOR MIKE PACHECO – CHAIR	P P P P
DIRECTOR LAURA BARRY	P P P V
DIRECTOR JEFF GRIFFITH, EMT-P	P P P P
DIANE HANSEN, PRESIDENT & CEO	P V P P
KANCHAN KOIRALA, MD, CoS, PMC ESCONDIDO	V V P E
SAM FILICIOTTO, MD, CoS, PMC POWAY	V V V/P V
<i>DIRECTOR LAURIE EDWARDS-TATE, MS – ALTERNATE</i>	V/G
<i>ANDREW NGUYEN, MD – ALTERNATE CoS PMC ESCONDIDO</i>	
<i>MARK GOLDSWORTHY, MD – ALTERNATE CoS PMC POWAY</i>	
STAFF ATTENDEES	
HUGH KING, CHIEF FINANCIAL OFFICER	P P P V
RYAN OLSEN, CHIEF OPERATIONS OFFICER	P V E P
OMAR KHAWAJA, MD, CHIEF MEDICAL OFFICER	P V P P
MEL RUSSELL, RN, CHIEF NURSE EXECUTIVE	P V V
JULIE PURSELL, CHIEF HUMAN RESOURCES OFFICER	V E E
KEVIN DEBRUIN, CHIEF LEGAL OFFICER	V V V V
MIKE MILLS, VP FACILITIES & CONSTRUCTION	E V V V
KRISTIN GASPAR, VP PHILANTHROPY	V V E
KIRK EFFINGER, FOUNDATION BOARD	E E E
CONNIE WONG, SENIOR DIRECTOR OF MANAGED CARE & BUSINESS DEVELOPMENT	V E V V
TANYA HOWELL – COMMITTEE ASSISTANT	P P P P
INVITED GUESTS	SEE TEXT OF MINUTES FOR NAMES OF INVITED GUESTS

BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE – MEETING MINUTES – TUESDAY, SEPTEMBER 26, 2023			
AGENDA ITEM	CONCLUSION/ACTION	FOLLOW UP/RESPONSIBLE PARTY	FINAL?
<ul style="list-style-type: none"> DISCUSSION 			
NOTICE OF MEETING			
<ul style="list-style-type: none"> The agenda (as Notice of Meeting) was posted on Wednesday, September 20, 2023, at Palomar Health’s Administrative Office, which is consistent with legal requirements The full agenda packet was also posted that date on the Palomar Health website; and notice of that posting was made via email to the Board and staff 			
CALL TO ORDER			
<ul style="list-style-type: none"> The meeting – held in the Linda Greer Conference Room, 2125 Citracado Parkway, Suite 300, Escondido, CA, and virtually – was called to order at 2:10 p.m. by Chair Mike Pacheco, who thanked the Committee members for moving things around to meet at the earlier time <ul style="list-style-type: none"> Chair Pacheco inquired about the possibility of moving the meeting permanently to this time; however, Dr. Filiciotto stated a conflict with PMCP MEC, which was currently scheduled to be held on the last Tuesday of each month from 12:15 to 2:00 p.m. <ul style="list-style-type: none"> Assistant Tanya Howell also noted that the November meeting was already scheduled to be held on a different day and time, so the matter was actually moot until the January meeting, at which the upcoming year’s schedule was a standing agenda item 			
ESTABLISHMENT OF QUORUM			
<ul style="list-style-type: none"> Quorum was established (<i>see roster</i>) 			
PUBLIC COMMENTS			
<ul style="list-style-type: none"> None filed 			
1. BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE FOLLOW-UP			
<ul style="list-style-type: none"> Secretary Howell stated that a response to the follow-up was provided in the Form A Chair Pacheco stated that Dr. Omar Khawaja had suggested that Radiology be the service line presented for the November meeting 			
2. MINUTES OF THE BOARD STRATEGIC & FACILITIES PLANNING COMMITTEE MEETING – TUESDAY, MAY 30, 2023	MOTION: By Director Griffith, seconded by Ms. Hansen and carried to approve the Minutes of the Board Strategic & Facilities Planning Committee Meeting, Tuesday, May 30, 2023 Vote taken by Roll Call: Director Barry – aye; Director Griffith – aye; Ms. Hansen – aye; Director Pacheco – aye; Dr. Filiciotto – aye; Absent: Dr. Koirala	Forwarded to the October 9, 2023, Board of Directors meeting as information	Y
<ul style="list-style-type: none"> No discussion 			

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3. SERVICE LINE UPDATE – PALOMAR BEHAVIORAL HEALTH INSTITUTE	<i>Information Only</i>	Forwarded to the October 9, 2023, Board of Directors meeting as information	N
<ul style="list-style-type: none"> • Sheila Brown, RN, Executive Strategic Priorities, reminded the Committee that, in 2021, the Board had authorized management to move forward with taking appropriate actions to expand the District’s Behavioral Health Facilities, at which time a Joint Venture (JV) Agreement had been entered into with Lifepoint <ul style="list-style-type: none"> ○ Mrs. Brown then introduced Cleve Haralson, SVP of Joint Ventures & Strategic Services at Lifepoint ○ The facility was to be known as the Palomar Behavioral Health Institute (PBHI), and plans had been ongoing since receipt of the initial authorization by the Board, to include the recent Board-approved purchase of property adjacent to the PMC Escondido campus • Utilizing the presentation included in the agenda packet, Mrs. Brown and Mr. Haralson presented an informational update on the progress of the PBHI <ul style="list-style-type: none"> ○ PBHI KEY POINTS (PAGE 15) <ul style="list-style-type: none"> – The structure will mirror the Palomar Health Rehabilitation Institute, which was doing very well – Lifepoint had national expertise with over 18 free-standing behavioral health facilities, making them an excellent partner, who would contribute capital to commence the operational needs for the project – This would be the first behavioral health project in both North County San Diego and in Riverside County, filling a critical need for the most vulnerable populations ○ IMPROVED ACCESS (PAGE 16) <ul style="list-style-type: none"> – For patient and community safety, in addition to being a locked-down facility, it will also have anti-ligature devices and furnishings – Palomar physicians will and medical staff will provide a continuum of care – The planned environment will be warm and comfortable, and will contain semi-private rooms, as well as group therapy and recreational areas, which will encourage patients to interact and not be secluded – The PBHI will service the needs of adolescent through senior populations throughout the region ○ ENHANCED COMMUNITY SAFETY (SLIDE 17) <ul style="list-style-type: none"> – The design of the PBHI will be state-of-the-art with regard to safety, for the patients, the staff and the community – As a location at which mental health services will be provided, there will be decreases in mental health acuity, as well as in mental health patient boarding in emergency rooms throughout the region ○ Mrs. Brown turned the floor over to Mr. Haralson, who made note of the fact that Palomar Health and Lifepoint had been partners for 10 years in relation to the freestanding hospital, but had actually been partnered for even longer than that related to the unit management at PHDC <ul style="list-style-type: none"> – In determining where to place the PBHI, several alternate locations had been reviewed; however, coming back to the campus was determined to be the best outcome financially 			

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• DISCUSSION

○ RENDERINGS (SLIDES 18-24)

- The NW Entry showed the front view, and the building will be located on the opposite end of the campus from PMCE
 - The building design was planned to be similar to the PHOCs, and also to be very forward-thinking and efficient
 - Some of the challenges with creating behavioral health facilities had been that the government payors (e.g., Medicare/Medicaid) hadn't yet started paying what those services were worth, so opening a facility required a greater investment; however, just a quick review of the District's ED records was proof that there was a massive patient population that was not being served
 - Mrs. Brown commented that the PBHI would provide those services, as well as being the first in North County to address the critical need within the adolescent population, which would also tie in with planned pediatric unit at the hospital
- The NE Entry depicted the two separate entrances, one for adults and one for adolescents, which was in keeping with inpatient mental health rules requiring that the two populations be totally segregated, both inside and outside of the building
- The SE Courtyard will be facing Stone Brewery and will not be adolescent or adult specific, but only one or the other will be allowed when in use, and any patients outside will be fully supervised
- The Central Yard at the backside of the building will have grass, plants and trees that would provide a healing environment within reach, and each of the patient rooms would look out over the area
- The SW Courtyard showed the no-climb fence around the perimeter, which would be about 15 feet tall, allowing maximum visibility with nothing by which a patient could gain a handhold or foothold for climbing
 - Also an important awareness for the community related to safety from the population

○ The PBHI will be a fully functioning, fully licensed, stand-alone acute psychiatric hospital, including loading docks, central storage, generators, etc.

- There will be 120 beds, with some shelved space opportunities, the bed count having been determined by balancing the space vs. the costs of the building
- In response to an inquiry, Mr. Haralson stated that the capacity to build out would actually be to build up; however, it would be more financially feasible to build a second site

• In response to an inquiry from Director Griffith regarding whether there would be competition within the County, specifically from Rady Children's, Mr. Haralson stated that Rady would be more associated with pediatrics, not adolescents

- Mrs. Brown added that Rady had four units and was looking to expand, as the greatest need was for adolescents and autism, and there just weren't enough services available
- Ms. Hansen also added that Palomar has had to hold children in the ED in the past, as there were just not enough beds, and Palomar's ED was just not properly equipped for pediatric patients
- Mr. Haralson stated that there really was a massive bed need, and it was not unique to Escondido, North San Diego County or even to Southern California, and one of the real challenges was getting the municipalities and regulatory agencies to catch up
- Ms. Hansen reminded the Committee that discussions had been begun with the County 4 years ago, and they had originally agreed to help cover the costs of the building; however, the County had backed away during pandemic

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<p>• DISCUSSION</p>			
<ul style="list-style-type: none"> • Director Griffith commented that 120 beds would be great, but he felt that the facility would fill up quickly, and Mr. Haralson noted that the reimbursement rates were the biggest restraint to the ability to build larger at this time • In response to an inquiry from Dr. Filiciotto, Mr. Haralson stated that there would be 2 completely fenced-in areas, one for each population; the security wasn't just for the public, but for the patients and staff; and there would be hundreds of cameras, both interior and exterior • The anticipated groundbreaking date was July 2024, and construction would last about 18 months 			
<p>4. CONSTRUCTION UPDATE</p>	<p><i>Information Only</i></p>	<p>Forwarded to the October 9, 2023, Board of Directors meeting as information</p> <ul style="list-style-type: none"> • A request for the conference room at PMCP to be updated with state-of-the-art computers • A request for an exercise room on the PMCP campus to help ease the ongoing burnout for physicians and staff • Consideration to be given to what types of events should be held on the lawn at PMCE in the future 	<p>N</p>
<ul style="list-style-type: none"> • Utilizing the presentation included in the agenda packet, Mike Mills, VP of Facilities & Construction, presented an informational update on the status of construction projects throughout the district, touching on the highlights • POWAY PROJECTS IN PROGRESS (PAGES 26-37) <ul style="list-style-type: none"> ○ A meeting was held yesterday with the JV partners, at which the floor plan for the POP Imaging Suite had been finalized by the design team, with whose performance he was very pleased <ul style="list-style-type: none"> – In response to an inquiry regarding the JV partner, Ryan Olsen, COO, stated that there were several options on the table, and those negotiations hadn't yet been finalized; and Dr. Khawaja added that one of the larger groups had provided free consultation related to the design of the space ○ ED Multi-station treatment room will provide 5 to 6 additional treatment bays in the ED <ul style="list-style-type: none"> – Project was just entering the design & development phase, with an anticipated completion in September of 2024 – Ms. Hansen added that the space was right outside of the current ED, and would provide the opportunity to triage patients and determine whether they could be released on a quick path or would require further diagnostics <ul style="list-style-type: none"> ▪ This streamlined process would be an opportunity to consolidate some of the urgent care hours utilizing the ED space and equipment, similar to what was already being done in POD D at PMCE ▪ Mr. Olsen also commented that the net value to the District would be about \$2M/year ▪ Chair Pacheco noted that whenever he visited POD D with his Palomar Paws service dog, everyone always seemed to be pleased, and not complaining 			

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• DISCUSSION

- The team was starting to stage furniture for the Main Lobby Expansion, air balancing had been finalized, and the vending machines would be stocked in a couple of days
- The conversion of the 5th floor Birthing Center to an ICU was in the design phase, with anticipated completion by December 2025
 - In response to an inquiry about the two different colors (pink and blue), Ms. Hansen indicated that there will be two units, so the colors distinguish Unit 1 from Unit 2 for regulatory purposes as an ICU unit from OB
 - In response to an inquiry related to the green-shaded areas, Dr. Khawaja indicated that those would be a physician call room, a break area and locker rooms for the staff
- The Data Center UPS should be completed by the end of this year and will include a new server and a seismic upgrade, which was absolutely needed due to the failure of the server
- The Nurse Call Replacement should be completed in April 2024, was being completed 8 rooms at a time, which had been a huge coordination issue that wound up working very smoothly
- The Chiller Replacement was on order, with anticipated delivery and installation by the end of the year
 - The new chiller had the same life expectancy as the old unit, which was believed to be at least 20, if not 30, years old
- The ED Lobby Expansion was anticipated to be fully completed by April 2024, with construction and coordination of phases going well
- The POP Elevator tower was up, with full completion anticipated in February 2024, delayed from the original date due to a number of rain delays
- The main supply cutover for the UPS Building was being coordinated to occur in 9 phases between October and November, and it was hoped that those phases had been strategized appropriately for a minimal impact on the campus
- Drawings for the Cafeteria Refresh were delivered to OSHPD on the 20th, and once their comments had been returned and approvals given, construction would begin
- ESCONDIDO PROJECTS IN PROGRESS (PAGES 38-43)
 - In the drone photo of the PMCE campus, the PBHI building would be located approximately in the area in which the Palomar Health vans were parked
 - PHOC III
 - The first floor was being renovated at the request of the JV partner for the ASC, as one of the walls needed to be moved to provide a clean and a dirty side for high throughput GI procedures such as endoscopies
 - All the other tenants had moved into the building, except the ASC
 - PHOC II
 - Special needs and usage were under review, and Mr. Mills anticipated that they would be pinned down within the next 60 days
 - CFO Hugh King added that it was conceivable that there would be programming for the entire building by the end of the year, and financing had been arranged so that the build-out could begin when those plans had been finalized
 - Phase I of the build-out of the 9th Floor to create 24 Med/Surge/Tele beds was anticipated to be completed by the end of this year; and Phase II by July 2024, and Mr. Mills noted that the contractor had been performing exceptionally well

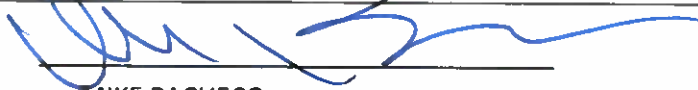
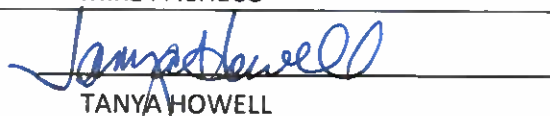
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- **DISCUSSION**
 - Responses to the RFQ for general contracts were being evaluated, and an RFP was being drafted for the build-out of the 10th and 11th Floors, which had an anticipated completion date of September 2025
 - The second LINAC should be installed by December 2023, as the space had been pretty much built out in anticipation of having a second unit, and the vendor hadn't made any major changes to the equipment since the first one had been installed
 - Ms. Hansen stated her appreciation that the second vault had previously been built, even though the timing wasn't yet right to install one, as the costs of build-out now would have been massively more expensive than it was when added
 - She also reported that the new medical oncologist had started in August, and the second radiation oncologist would be on board full time in December, so the second LINAC would be put to immediate use
 - Mr. King reminded the Committee that the Board had approved an amendment to the FY2023 Budget for the purchase of the second LINAC, with delivery to occur during FY2024, so that project had been about 18 months in the planning stages
 - Chair Pacheco thanked Mr. Mills for all of his hard work, then asked if there were any questions
 - Dr. Filiciotto stated that he had two requests for PMCP
 - That the conference room be updated with state-of-the-art computers
 - That an exercise room be provided to help ease the ongoing burnout for physicians and staff
 - In response to an inquiry from Mr. King, Dr. Filiciotto stated that space at the POP would be acceptable
 - Chair Pacheco then asked if it was possible that the back lawn at PMCE could be converted to turf, and Mr. Mills responded that it was already under review, with plans to add electrical to that space for future events
 - Dr. Khawaja also commented that there had been complaints from patients about the noise during some prior events, so consideration might need to be given to what types of events would be held there in the future

ADJOURNMENT **The meeting was adjourned by Chair Pacheco at 2:57 p.m.**

SIGNATURES:

	COMMITTEE CHAIR	
		_____ MIKE PACHECO
	COMMITTEE ASSISTANT	
		_____ TANYA HOWELL